

# **JEFFERSON COUNTY HUMAN RESOURCES DEPARTMENT**



## **2013 Annual Report**



**The Jefferson County Human Resources Department** is pleased to provide the 2013 Human Resources Annual Report and the opportunity to share an overview of the department's programs, initiatives and accomplishments. The Human Resources Department strives to provide the highest level of public service and reflects this through focusing on our objective to be a customer service focused Team dedicated to being a resource to staff, managers, Board Supervisors and citizens of Jefferson County.

In January, 2013, Jefferson County began the intensive search for a new County Administrator by appointing a nine-member executive search committee. The Human Resources department assisted throughout the process by initially completing the Request for Proposal for an Executive Search Consultant, screening the proposals and recommending three consultants for the Search Committee to interview. The Human Resources department worked closely with the selected consultant to ensure that the Search Committee's ambitious timeline was followed. This included assisting in developing the regional job posting, coordinating teleconference meetings, providing suggestions on interview questions and process and being the liaison during contract negotiations. In a few short months the Search Committee was able to select a consultant, interview candidates and make a successful recommendation to the County Board on May 14, 2013.

Other accomplishments/goals that time and efforts were dedicated to include:

- A continued challenge throughout 2013 was the gradual implementation of the Classification and Compensation plan that was adopted in December 2012. The County operated under two pay plans until over 400 employees were moved into the new system, which occurred on December 29, 2013. Although administratively demanding, it I believe in the long run it was the most economical and fair method to all employees.
- Added Wisconsin Deferred Compensation as an additional option for employees to invest for retirement on a pre-tax basis.
- Recommended revisions to the Personnel Ordinance, updating over 22 sections.
- Provided training courses on Supervisor Responsibility and other Employment Law issues.
- Provided a Benefits Fair for all County Employees in October, including arranging for our Health Department to be a provider with the two major HMOs in Jefferson County's State Health Insurance Program in order to administer flu shots.
- Completed a review of the County's policy and implementation of health insurance to ensure that it is in full compliance with the regulations set forth under the Affordable Care Act.
- Completed a county-wide HIPAA Privacy Audit review and will work on implementing changes to our program to ensure continued compliance.

The remainder of this report highlights information on the "normal and regular" functions of the HR Department, including Recruitment and Retention, Compensation and Benefits, Training and Development, Employment Law, Employee and Labor Relations, and specific goals for 2014.

Respectfully Submitted,



Terri M Palm-Kostroski  
Human Resources Director



**PERSONNEL SUMMARY** - The Human Resources Department staff includes: Terri Palm-Kostroski, Human Resources Director; Ellen Braatz, Benefits Administrator; and Tonia Mindemann, Human Resources Specialist. In addition, Tammie Jaeger, Administrative Secretary, provides administrative assistance whenever possible.

In 2013 the Human Resources Department served over 661 employees and elected officials annually in a variety of functions, summarized in the following sections:

**RECRUITMENT AND RETENTION** - Human Resources supervises and participates in recruitment, interviewing, testing, selection, orientation and evaluations of all employees. In 2013, this included:

- Prepared and placed **52** employment advertisements and job postings, in addition to ads for ongoing recruiting efforts, resulting in **2,383 applicants**.
- Approximately **60** New Employee Orientation sessions were conducted
- **7** 360°-performance evaluations completed, in addition to managing annual evaluations completed on **each** employee
- **66** employees attended new employee orientation
- **72** New Hire reports sent on-line to Wisconsin Department of Workforce Development
- **72** Written Employment verifications were completed
- Administered pre-employment testing to **115** applicants
- Reviewed **385** performance evaluations

<b>Personnel Changes</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
New Hires	55	89	66
Recalled from Layoff	0	0	0
Terminations/resignations	75	81	82
Promotions	8	6	5
Voluntary Transfers	16	10	6
Involuntary Transfers or employees bumped due to another employee laid off	1	0	1
Lay-offs resulting in loss of job	1	2	0
Turnover (Terms/average # employees)	<b>14.15%</b>	<b>15.24%</b>	<b>15.14%</b>
Number of employees (December 31)	<b>527</b>	<b>536</b>	<b>547</b>
Full-time Equivalents (FTE)	<b>457.9</b>	<b>459.2</b>	<b>470.2</b>

**COMPENSATION AND BENEFITS** - Human Resources also plans, directs, evaluates and explains the employee benefits program, including Health and Dental insurance, the Wisconsin Retirement System, Voluntary Life and Disability Insurance plans, two Deferred Compensation plans, Section 125b plan, as well as vacation, sick and holiday accruals; researches, evaluates and recommends new benefits, including implementation of new benefits; acts as liaison or plan administrator with various insurance carriers and fosters effective relationships with client representatives. The Human Resources Department coordinated the SIXTH annual Benefits Fair with representatives from a majority of our benefit providers. With the cooperation of the Health Department, a flu clinic was also set up during the benefits fair for employees.

**1. LIFEMATTERS (EAP)**

- Utilization was down slightly from 2.0% to 1.6%
- **8** employees and/or family members and **1** manager/supervisor/HR staff accessed LifeMatters services, while an additional **22** employees used the self-help tools on the Empathia website

**2. RECLASSIFICATIONS**

- **Due to the Classification and Compensation study, all reclassification requests were held and conducted at the time of the study**

**3. STEP INCREASES**

- **328** employees received pay “step” increases, in addition to 60 adjustments made to ‘green-circled’ employees at the beginning of the year.
- Computed **431** longevity payments, for a total of **\$106,911.42**
- **23** employees received Contingency pay or increase in Contingency pay

**4. SALARY SURVEYS**

- Participated in **3** Salary surveys and EEO (Equal Employment Opportunity) reporting requests

**5. DEFERRED COMPENSATION**

- Coordinated **9** on-site meetings with Nationwide and Wisconsin Deferred Compensation, the County’s two deferred compensation administrators

**6. HEALTH and DENTAL INSURANCE**

- Completed **240** Health and Dental insurance related transactions for employees and family members

**7. WISCONSIN RETIREMENT**

- Enrolled **60** employees into the Wisconsin Retirement System

**8. ACCRUED BENEFITS**

- **20,887.8 hours** of sick time used that was NOT covered under FMLA, costing the County approximately **\$565,954.71**, inclusive of WRS and FICA. This does NOT include lost productivity or overtime. This computes to an average of **45.00** hours PER eligible employee...or nearly **5 2/3** days. In addition, there was **3,019 hours of unpaid leave** NOT contributed to voluntary furlough, FMLA or military leave!

## **TRAINING AND DEVELOPMENT.**

### **Schedule & Location:**

- **February, 2013 – “Customer Service Essentials”.** A presentation by Empathia was given to 72 employees addressing the necessity of customer service in the public sector.
- **February 7, 2013 – “Investigating Allegations of Misconduct Post Act 10”.** Attorney Kyle Guyla presented to 63 supervisors who took advantage of this training.
- **March 22, 2013 – “Avoid Conversation Killers Like Blaming, Pleading and the Compliment Sandwich”.** A 1-hour webinar presented to 10 supervisors.
- **August 7, 2013 – “Effective Hiring Process – Assuring Good Hires”.** A half-day presentation by Attorney Bob Gregg, Boardman Law Firm.
- **October 15, 2013 – “Managing Generational Differences”.** A webinar presented to 20 supervisors and presented by NPELRA.
- **November 20, 2013 – “What you need to know about Globally Harmonized System”.** Training presented by Human Resources to 24 employees required by new regulations.
- **November, 2013 - “Distracted Driver Training”.** Three 2-hour sessions provided to 62 employees and provided through the County’s liability carrier, WMMIC.
- **December 3, 2013 – “Effectively Managing Challenging Employees”.** Presented by Attorney Kyle Guyla to 7 supervisors.

## **EMPLOYMENT LAW**

- **Americans with Disability Act and Americans with Disability Act Amendments.** Ensure compliance with the Federal and Wisconsin regulations governing Disabilities in the Workplace. Assisted in **5** reasonable accommodations for employees.
- **COBRA.** Complied with **90** Cobra notifications.
- **Fair Labor Standards Act (FLSA).** The FLSA establishes minimum wage, overtime pay, recordkeeping, and child labor standards affecting full-time and part-time workers in the private sector and in Federal, State, and local governments. **The Human Resources department manages employee time-keeping system and ensures accurate time-entry into payroll/HR system.**
- **Family Medical Leave Act (FMLA).**
  - **125** employees used their protected rights under Federal and/or State FMLA.
  - **17,334 hours** of protected FMLA leave was used, about **8.33 FTE!**
- **Harassment and Discrimination laws.** Investigated **2** harassment complaints.
- **HIPAA (Health Information Portability and Accountability Act).** Ensure compliance with new regulations as it pertains to employee’s health, dental, and the LifeMatters (Employee Assistance Program).
- Attended **1 unemployment** hearings.
- **Uniformed Services Employment and Reemployment Rights Act (USERRA).**
  - **4** employees were on Military leave at some point in 2013, consisting of **872** hours.
- **Workers Compensation.** Administers and coordinates back-to-work programs and assists with investigations to prevent Workers Compensation fraud.
  - Received and managed **17 Reportable** First Report of Injury forms.
  - **99 days** of missed work involving **4** cases of employees
  - **190** days of light duty or restricted duty.

**EMPLOYEE AND LABOR RELATIONS** - Human Resources participates in labor negotiations with Jefferson County's Law Enforcement Union also taking a lead in investigations of grievances and complaints.

- 1 grievance received
- 1 grievance arbitrations filed. All settled either prior to or in mediation process
- 10 disciplinary investigations completed
- 22 changes to the Personnel Ordinance Handbook

#### **GOALS FOR 2014**

1. The Human Resources Department will complete updating over 220 job descriptions and performance evaluations.
2. Complete the second stage of an on-line application process. There is much more to the recruitment process than running an ad, interviewing candidates and making an offer. The reporting requirements alone can consume nearly 3 hours per week of staff time. With the assistance of MIS, we hope to complete the second stage of an on-line application process, which will make it easier for supervisors to review applications and save on paper filing.
3. Instill a Countywide safety plan. Departments currently work independently, often duplicating efforts, to ensure safety requirements are fulfilled. In 2014, a Safety Coordinator, shared with Walworth County, will be recruited and assist in carrying out goals established in a county-wide safety audit completed in 2013, which includes an extensive training program and policy development.
4. Assist in negotiation of a contract with Law Enforcement. The current union contract with the deputies and detectives expired December 31, 2013. Negotiations started late in 2013 and settled early in 2014.
5. Recruitment of Corporation Counsel. The Human Resources department will work to assist the County Administrator in recruitment and selection efforts for a new Corporation Counsel.
6. Develop a new supervisor orientation program. One of the greatest challenges of new supervisors is to know and understand the County's specific policies. Human Resources will work on coordinating a training program and presentations to develop skills crucial in leadership and successful management.